Report to	**Resources & Performance Committee**
Date	**9 April 2013**
By	**Director of Corporate Services**
Title of Report	**Information Communications Technology (ICT) Strategy**
Purpose of Report	**To provide the terms of reference for the development of an ICT Strategy**

Recommendation: The Committee is recommended to:
1)   approve the terms of reference in Appendix 3 to the report for the development of a 3 to 5 year ICT strategy

1. Introduction

1.1 The purpose of the report is to provide Members with information about the detail and structure for the development of an ICT Strategy and to approve the terms of reference in **Appendix 3** to take the strategy development forward.

2.   Background

2.1 The South Downs National Park Authority (SDNPA), like any professional organisation, requires an ICT Strategy that, taking into account the overall aims and objectives of the SDNPA, provides a roadmap for the future development and use of ICT tools.

2.2 The SDNPA has chosen to outsource many of its back office functions, including ICT, and this needs to be considered when developing a future focussed ICT strategy. The aim in developing an ICT strategy for SDNPA is to work within the outsourced model but seek to ensure a full analysis of future needs, and how they might be met and planned for.

2.3 The SDNPA is committed to efficiency and effectiveness in its management. In accordance with SDNPA Guiding Principles, the SDNPA chose to procure most of the organisation's support services through partnership arrangements**.**

2.4 The initial contract for provision of ICT services was with Hampshire County Council (HCC) for a period of twelve months from the beginning of the establishment year in April 2010. As the organisation developed, the requirements for ICT services changed and expanded. The contract with HCC was extended to cover the first full operational year of the new Authority (2011/12).

2.5 At the Resources and Performance Committee in June 2011, the Committee approved the formal tendering of the ICT service contract. This tender process was conducted in early 2012.

2.6 The new contract, with Advanced 365, commenced in July 2012 for a period of three years with an option to extend for a further two years.

2.7 With a permanent organisational structure now in place, and an ICT partner under contract, the SDNPA is now in a position to consider the longer term ICT strategy. This will be based upon some of the decisions that have already been made by the SDNPA including:
- Maintaining a lean core and outsourcing some corporate services functions including ICT;
- Using a more environmentally friendly thin client solution thereby reducing CO2 emissions from our on-site ICT infrastructure;
- Provision of remote access capability to allow flexible working and efficiency.

2.8 The ICT strategy should also consider alternative options for the delivery of ICT services (post the timeframe of our current ICT contract), to ensure the SDNPA maintains a constant review of its ICT operating model and to ensure value for money and efficiency. A report was taken to

the Resources and Performance Committee in November 2012 on the Outsourced ICT Services Project Review as part of this review process.

3 Current position

3.1 Since the implementation of the new ICT Services contract there have been some key improvements and benefits, notably:
- Improved network speed;
- Superior desktop hardware;
- Improved printing and scanning speeds;
- Improved remote access;
- Implemented solution to improve mobile phone signal at offices where required;

3.2 A high level timeline of all ICT related work can be found in **Appendix 1.** Each of these systems has been assessed to ensure its compatibility with the current operating model and to ensure links between systems can be made, thus reducing duplication and increasing efficiency.

3.3 An application diagram, showing applications used and potential applications, office locations and the links between applications can be found in **Appendix 2**.

3.4 It has been noted that the storage of all SDNPA data centrally has caused performance issues with the SDNPA's Geographical Information System (GIS) application. There is a project underway to restructure this data and move to the preferred supplier of the current GIS re-tender.

3.5 The current service delivery relationship with A365 is excellent ensuring a small level of day to day issues. Monthly contract monitoring meetings are scheduled and there is a contract monitoring page on the Intranet for service users to report positive and negative feedback on the performance of the contract.

4 ICT Strategy development

4.1 To understand the business requirements of the SDNPA, the ICT Strategy needs to reach out to all parts of the organisation. This can be achieved in a number of ways such as one to one discussions, workshops and an electronic survey. It is proposed that a working group be set up which will have input from all parts of the organisation.

4.2 To support the early work on the development of an overarching ICT strategy, meetings have been held with representatives from all four directorates to clarify at a high level some of their future ICT needs. These discussions have identified applications that are currently being implemented or are planned for implementation during 2013/14 as highlighted in **Appendix 1.**

4.3 The ICT Strategy Terms of Reference are detailed in **Appendix 3** and the proposed structure of the Strategy is as follows:
- Executive Summary
- Introduction & Background
- Where are we now?
- Where do we want to be?
- How do we get there?
- Key enablers
- Conclusions
- Recommendations

4.5 The benefits of having an ICT Strategy include an opportunity to look at and assess emerging technologies and whether these will support the business; and the development of a framework for planning ICT resources and budget.

5 Resources

5.1 The ICT Manager will be the main resource in the development of the strategy. The SDNPA may seek to engage specialist external advice to guide the technical aspects of the strategy.

5.2 Any financial implications identified within the future ICT Strategy will be included within the Medium Term Financial Strategy.

6   Risk management

6.1 The lack of an ICT Strategy will lead to less clarity on ICT developments in the future and can create missed opportunities and inefficient working.

6.2 The ICT Strategy will seek to ensure the SDNPA meets legislative requirements in terms of information and records management and data security thereby reducing the risk to the SDNPA in this area.

6.3 As the strategy requires input from the entire organisation to meet this timescale, the strategy may take longer than estimated due to other emerging priorities.

6.4 Organisational requirements may change during the lifecycle of the strategy.

7   Human Rights, Equalities, Health and Safety

7.1 The ICT Strategy will ensure accessibility of ICT services for all.

8   External Consultees

8.1 None.

HÉLÈNE ROSSITER
Director of Corporate Services

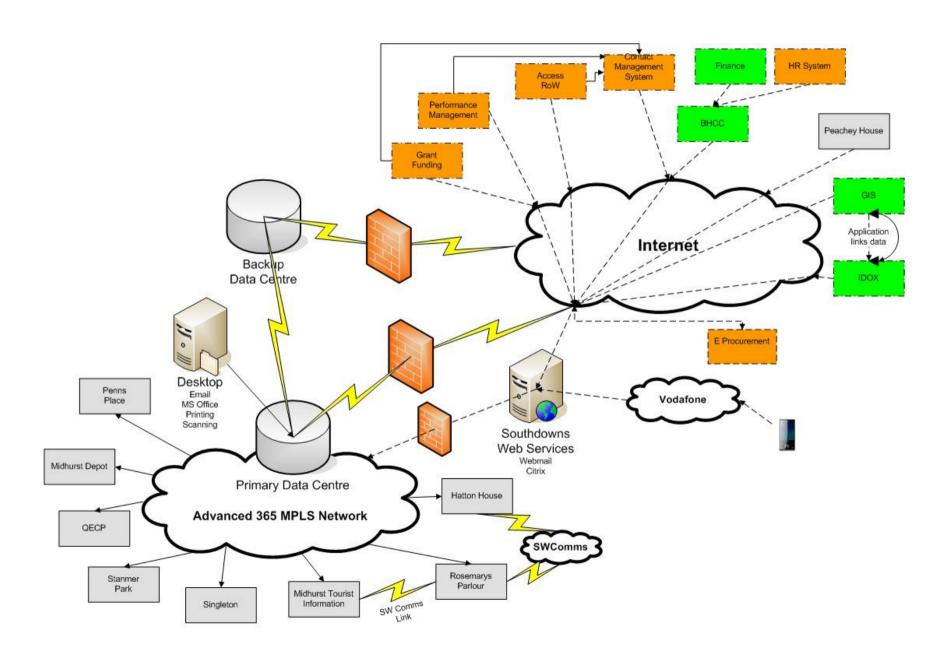|	
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Appendices	Appendix 1 - High Level ICT Timeline
	Appendix 2 - Application Diagram
	Appendix 3 – ICT Strategy Terms of Reference
SDNPA Consultees	Chief Executive Officer, Director of Corporate Services, Director of Planning, Director of Strategy and Partnerships, Director of Operations, Chief Finance Officer, Deputy Chief Finance Officer, Monitoring Officer & Legal Services.

High Level ICT Timeline

Green – complete
Amber – in progress
Red – planned or being assessed

Q3 to Q4 11/12	Invitation to Tender (ITT) for future ICT services approved and submitted Hampshire CC ICT contract extended IDOX Planning System Contract finalised Recruitment of permanent ICT Manager
Q1 to Q2 12/13	Purchase Ordering system implemented (through Brighton & Hove City Council) Contract offered to Advanced 365 Transition of ICT provider New A365 contract begins Interim GIS contract retender IDOX Planning System implemented Solution to improve mobile signal in offices implemented
Q3 to Q4 12/13	Secure printing implemented Wireless access provided for Midhurst offices Development of Intranet/Website led by Communications Team GIS Contract Re tender started ICT strategy development started Video Conference expansion started Implementation of Aspireview Performance Management system started Implementation of In-Tend E-Procurement system started Electronic Document Records Management System (EDRMS) specification started Grants and Evidence Database specification and procurement started Access Management Database specification and procurement started Contact Management System specification started Further development of mobile/flexible working Revised Acceptable Use Policy (AUP) Drafted
Q1 to Q4 13/14	Approve AUP Implement Office 2010 Implement EDRMS Renew mobile phones/contract Formation of ICT Project Approval Group Completion of ICT Strategy Further development of Intranet/Website services led by Communications Team Implementation of Grants and Evidence Database Implementation of Access Management Database Implementation of Contact Management System Implementation of hosted GIS to include Intranet/Internet solution Implementation of ICT elements of Estates Strategy Implementation of Human Resources System

Application Diagram

Terms of Reference for Development of an ICT Strategy for the South Downs National Park Authority (SDNPA)
April 2013

Purpose

The SDNPA is now a well-established authority with effective governance and operational stability. Now is an appropriate time for it to consider the development of an ICT Strategy for the next 3-5 years.

The main purpose of an ICT Strategy is to:
a) Make an assessment of current ICT provision in terms of service and technologies used;
b) Assess if this is fit for purpose and implement any changes to the provision of ICT services;
c) Consider emerging technologies;
d) Provide a roadmap of resources and budget required for future works.

Governance and Method of Working

The development of the strategy will be led and managed by the ICT Manager and supported by a working group with membership from all parts of the organisation. The work to progress the development of the strategy, as well as the final strategy, will be regularly reported to the Resources and Performance Committee for approval.

There will be the potential of external guidance from specialists where necessary.

Timescale

With approval of the terms of reference, the work could begin during Q1 2013 on an ICT Strategy. Following approval the aim would be to complete the work by Q3 2013.

Scope

The strategy will:
  • concentrate on the current delivery of ICT services and the technology used to deliver it;
  • consider existing applications supported, planned upgrades to existing applications and applications being implemented during 2013/14 and beyond;
  • reach a decision on whether this is fit for purpose for SDNPA needs now and for the future;
  • consider emerging technologies and whether there is a benefit to SDNPA to implement them;
  • consider further collaboration of working with partners;
  • creation of a technology roadmap which will act as a project, resource and budget plan for future works;
  • consider all statutory and regulatory requirements.

Output

Once the strategy has been finalised the document will be available for Members and Officers to view via the Intranet. A presentation will be developed and presented to the Resources and Performance Committee, SMT and the ICT strategy working group.